

**UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT**

**COMPENSATION SURVEY
OF KEY POSITIONS IN SELECTED
PRIVATE VOLUNTARY ORGANIZATIONS (PVOs)**

November 1990



USA

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EXECUTIVE SUMMARY

The provision of assistance through proper allocation of funds among Private Voluntary Organizations (PVOs) is a primary concern of the United States Agency for International Development (USAID) mission to the Philippines. The success of a USAID-funded project, however, depends largely on the availability of qualified employees within a PVO. The need for a consistent quality of service and sustained contribution to social development, leads to a need to professionalize the staff and management of PVOs.

For this purpose, USAID commissioned SGV Consulting to undertake a compensation survey among selected PVOs for five key positions. A survey was undertaken to determine minimum qualification requirements and competitive compensation packages. SGV used interviews as the primary means of data gathering. Three different types of PVOs: intermediary, regular, and sub-grantee were interviewed in Metro Manila, Cebu, Bacolod, and Davao. All in all, 30 PVOs were interviewed; these included PVOs in both types of USAID programs: Enterprise for Community Development (ECDs) and Co-Financing.

The preliminary results were presented during the Annual Meeting of PVOs in Davao City on October 4, 1990. This final report has already considered the comments given during the meeting.

The major findings from the survey are:

- o There is great diversity in PVO size and focus of operations.
- o Some Executive Directors work part-time. All other positions work full-time.
- o There are common major responsibilities for each position. Variations are due to size and scope of operations.
- o There is considerable diversity in salaries for all positions surveyed.
- o Differences in salaries occur within each type of PVO and among PVOs in the same locality.

- o Highest salaries (those in ECDs) are competitive with salaries in education and government sectors.

The survey results, particularly the salary component, were meant to provide USAID with the guidelines it needs in dealing with salaries for PVO management and staff. SGV developed two salary structures, each with a standard minimum rate for eight job grades. The ninth job grade is for the Executive Director position, normally exempt from standard rates.

A set of benefits has also been proposed to complement the basic salaries set out in the salary structures.

INTRODUCTION

BACKGROUND

Since 1980 the United States Agency for International Development (USAID) has been providing grants to Private Voluntary Organizations (PVOs) under a program which requires the PVOs to provide at least 25 per cent of the value of the grant from sources other than the US Government. USAID classifies the PVO co-finance into three categories: intermediary, regular or primary, and sub-grantee. Intermediary PVOs serve as conduits for USAID funds. Regular PVOs use USAID funds for their programs; whereas sub-grantee PVOs receive funding from intermediary PVOs. The PVOs registered with USAID are involved in five basic programs: institution building and skills training, primary health care and other basic social services, agro-forestry and marine rehabilitation, income and employment generation, and agricultural credit and technical assistance.

In September 1986, USAID initiated a program partnership with Philippine and American businesses to support rural community development activities in the Philippines. This partnership is the Enterprise in Community Development (ECD) project. Under the project the company (ECD) is required to finance half of its program budget, with USAID financing the other half.

RATIONALE

After years of dealing with PVOs, USAID has seen the need for PVOs to professionalize their staff and management. Although a large number of PVOs exist in the country, their staff have varying levels of education, experience, and skill. Thus, the quality of services they provide is not consistent, and their contribution to social development has not been sustained. PVOs, in general, have difficulty in hiring and retaining qualified staff, usually losing their staff to government agencies, to educational institutions, and business enterprises. To facilitate and hasten the professionalization of PVOs, USAID requested SGV Consulting (SGV & Co.) in August 1990 to undertake a compensation survey among selected PVOs, to determine competitive compensation packages for key positions. The five key positions identified are: the Executive Director, Chief Finance Officer, Programs Manager, Experienced Project Officer, and New Project Officer.

The overall objective of the study was to determine minimum qualification requirements for the five key positions and to set standard salary rates and appropriate benefits package which will be competitive with salaries obtained by such qualifications in the community. By setting such standards, USAID expects the PVOs to be able to recruit qualified management and staff and retain them through a competitive compensation scheme.

APPROACH AND METHODOLOGY

In the survey undertaken, a sample was drawn from the PVOs registered with USAID. The sample size included PVOs in three (3) categories: intermediary institution, regular or primary, and sub-grantee. Both corporate foundations (ECD) and regular PVOs were chosen as respondents.

The project team conducted primary and secondary data gathering in four (4) localities namely Metro Manila, Bacolod City, Cebu City, and Davao City. Primary data was obtained through interviews of the selected PVOs. Thirty PVOs were interviewed. The interviews were meant to elicit a profile of the incumbents of the five positions, their duties and functions, and their compensation structure. A list of respondent PVOs is given in Exhibit 1. Each PVO has been assigned a code to maintain the confidentiality of the information given.

Respondents included five key positions within the PVOs. As much as possible, SGV interviewed the Executive Director, Chief Finance Officer, Program Manager, Experienced Project Officer, and New Project Officer. Information on the salary structure, benefits, educational background, working experiences was gathered from the interviews conducted. An interview protocol was prepared, which was used as guide during the interviews. (See Annex 1 for the sample interview protocol).

The secondary data gathered was derived through desk research. Salary scales of comparable positions from the business, education, and government sectors were gathered. This information was identified to have a basis for comparison and to set competitive compensation packages. Existing published materials and available SGV compensation data were also used in the comparison.

The results of the survey of the five key positions were analyzed in two ways: first, by type of PVO and second, by locality. This was done to determine if there were differences in job specifications and requirements by PVO classification or by locality, as well as in the salaries given to the four positions.

The job specifications for the five positions were developed. These included a description of the major responsibilities and qualification requirements for education, experience, special skills, as well as desired traits or attributes. The preliminary results were then presented during the Annual Meeting of PVOs in Davao on October 4, 1990. For presentation purposes, the Experienced Project Officer and New Project Officer positions were combined into one position: Project Officer. (Refer to Annex 3 for the survey findings in job specifications). The comments and suggestions of the assembled PVOs were considered when we formulated our recommendations. (Refer to Exhibit 2 for the recommended job specifications).

In the survey results presented here, there are differences in the denominator due to the fact that not all positions were interviewed in each PVO. In some cases, the respondents would not disclose salary information.

To determine equitable and competitive compensation for the five positions, we developed a model salary structure which was patterned after a standard position classification system. Since most companies have seven or eight job grades, we followed this model and developed a salary structure by setting minimum salaries for each job grade. Only minimum salaries were identified since the wide range of existing salaries would render any maximum salaries inappropriate. In setting the salaries, we considered the newly approved minimum wage rates and the projected inflation rate for 1991.

A minimum benefits package was developed for all PVOs, regardless of size. Included in this list are the minimum benefits required by law and those that are necessary given the risks involved in PVO work.

MAJOR FINDINGS

PROFILE

The survey of selected positions covered 30 respondents: 11 from Metro Manila, three from Bacolod City, eight from Cebu City, and another eight from Davao City. The breakdown of the number of respondents by PVO type is shown in Table 1. A list of the PVOs interviewed is provided in Exhibit 1.

Table 1
Number of Respondents by PVO Type

LOCALITY	TYPE OF PVO		
	Intermediary Institution	Regular	Sub-grantee
Metro Manila	4	6	1
Bacolod City		3	
Cebu City	2	3	3
Davao City	3	1	4

Number of Employees

The survey showed that there is great diversity in PVO size. In Metro Manila, the number of employees for the four intermediary institutions vary from 20 to 200. On the other hand, the regular PVOs have employees ranging from eight to 300.

In Bacolod City, the regular PVOs interviewed have from four to 135 employees. In Cebu City, the total number of employees in the intermediary institutions surveyed ranges from 146 to 184. The regular PVOs' employee size varies from five to 38. In Davao City, the total number of employees in the intermediary institutions varies from 12 to 90. A matrix of the number of employees by locality is shown in Table 2.

Table 2
Number of PVO Employees by Locality

Number of Employees	Locality			
	Metro Manila	Bacolod City	Cebu City	Davao City
20 or less	3	1	4	6
21 - 50	4	1	2	1
51 - 100	2			1
100 - 150		1	2	
over 150	2			

Nature of the Project

With regard to the nature of projects handled by the 30 PVOs interviewed, the survey showed that there is great diversity in focus of operations. The type of PVO does not determine the type of projects handled by a PVO.

In Metro Manila, the four intermediary institutions interviewed vary in terms of the types of projects they handle. These include training and education, micro-enterprise development, community organizing, technical assistance, livelihood, agri-related, and promotion programs.

The projects handled by regular or primary PVOs are in livelihood and social development, technical and financial assistance, community relations, training and education, technology research and development, micro-enterprise development, information services, and technology transfer.

The remaining PVO is classified as a sub-grantee. Livelihood, reforestation, and institution building projects, with a training component, are this sub-grantee's projects.

In Bacolod City, all the respondents are regular PVOs. They are involved in the following projects: financial/technical assistance, livelihood development, institution building, micro-enterprise, agro-forestry, provision of basic services, and health care.

In Cebu City, two of the respondents were intermediary institutions. Their projects include micro-enterprise development, health, agriculture, cooperative formation and reforestation. Three respondents are regular PVOs. Their projects include employment generation and reforestation. Three respondents were sub-grantees. Their projects include provision of basic services, mental health and capacity building program, and scholarships.

In Davao City, three respondents were intermediary institutions. Their projects include livelihood development, skills training, credit/technical assistance, health care, institution building and housing. One respondent is a regular PVO involved in agriculture, fisheries, and micro-enterprise. Four respondents were sub-grantees. Their projects are: training and education, financial assistance, consultancy, micro-enterprise, livelihood, environmental sanitation and health care.

SURVEY RESULTS

Functions and Qualifications

The position titles of the four key positions differ among the respondents. Despite the differences, however, their primary functions are the same. (See Annex 2 for a list of duties and responsibilities.)

1. Educational Attainment

In terms of educational attainment, out of the 22 Executive Directors interviewed in all localities, seven have Doctorate degrees or are candidates for a Ph.D.; 11 have Master's degrees or are candidates, and four are college graduates. Of the 15 Chief Finance

Officers, five have Master's degrees or are candidates, and ten are graduates. Nine are Accounting majors, and one is a Business Administration major. Of the 12 Program Managers interviewed, seven are Master's degree holders or are candidates, and the remaining five are college graduates. Of the eight Project Officers, one is a Master's degree holder; the rest are college graduates.

Based on the interviews conducted, a list of desired qualifications for the five positions, as expressed by the 30 PVOs, is presented in Annex 3.

2. Previous Experience

Most of the Executive Directors used to be in education and were previously engaged also in development work. Some were involved in personnel work; others were from the government sector and private corporations. All the Chief Finance Officers were from the business sector. The Program Managers were previously involved in development work, either private or church-based, or were in consulting. A few Program Managers were from education, business, or government. The Project Officers interviewed were from research, development work, schools, or private corporations.

Primary Functions

Among the five positions interviewed, only the Executive Directors work part-time. However, three out of the 22 Executive Directors interviewed work part-time. This is due to the fact that they are holding another position in other institutions.

All the 30 PVOs interviewed have common major responsibilities for each position. However, there are variations in each position's responsibilities, due to differences in size and scope of operations. For some PVOs with less than ten employees, the scope of responsibility is wider for the four positions. On the other hand, if the organization has more employees, the responsibilities of the positions are well defined and more focused on their line of work. In cases where a program demands more manpower in some of its stages, any of the

five positions does the work outside the scope of his formal job responsibilities. Based on the interviews conducted, the Chief Finance Officer also does the monitoring as well as implementation of projects, at some point in time aside from his regular responsibilities.

Although most of the PVOs interviewed have formal job descriptions for the four key positions, they actually have overlapping duties and responsibilities. The primary duties and responsibilities of four positions are enumerated below. (The Senior Project Officer and New Project Officer positions have been combined.)

1. Executive Director

The survey showed that the Executive Directors in the four localities are responsible for the over-all day-to-day operations of their organizations. Their functions are:

- o Programs direction from conceptualization to implementation to evaluation;
- o Advise and assist the Board in policy-formulation and decision making;
- o Implement guidelines in behalf of the Board;
- o Review and submit periodic operations and financial performance reports to the Board as well as to the funding agency;
- o In-charge of overall administration, management and supervision of the entire staff;
- o Source the funds , negotiate, and maintain relationships with donor organizations;
- o In some cases, responsible for financial management of the organization.

2. Chief Finance Officer

For the Chief Finance Officers, their main duty is to manage the organization's finances. Their major functions include:

- o Assist the Executive Director in planning, implementation, and appraisal of resource mobilization;
- o Prepare or direct the preparation of financial reports and documents for submission;
- o Direct and supervise proper recording of financial transactions in books of accounts;
- o Review and verify authorized financial requests and disbursements;
- o Prepare staff payroll. Also serves as property custodians;
- o Provide management and other staff with technical assistance on financial matters;
- o When appropriate, assist in setting up accounting systems to program beneficiary groups, as well as monitor, audit and review their financial records;
- o For intermediary institutions, assist sub-grantees in setting up their financial records and procedures for the project. They also conduct regular audits of the sub-grantees' financial status.

For some PVOs, the Chief Finance Officer is also the Administrative Officer. Added duties include the following:

- o Determine standard selection devices and conduct interviews to job applicants;
- o Promulgates all rules, regulations, orders and other instructions to effect efficient administration of all divisions in the organization.

3. Program Manager

The Program Managers in all the PVOs interviewed are in-charge of the overall management of programs.

- o Plan, organize, coordinate, supervise and implement programs, and the projects under the program, based on the approved work program and budget;
- o Identify potential problem areas of the program, monitor and evaluate project performance;
- o Conduct field visits, give constant technical input, and review/validate reports of the Project Officer;
- o Designate and evaluate Project Officers; identify, and at times, provide training for project staff and/or sub-grantees' staff;
- o Establish policies, guidelines, and procedures for management of problems and operations;
- o Prepare feasibility studies for identified programs and projects;
- o Prepare and submit plans, status reports, annual reflections and other information needed to the Board and the funding agency;
- o Promote linkages with government and non-government agencies.

4. Project Officer

The Project Officers interviewed were responsible for the effective management of all activities related to processing and monitoring of projects assigned to them, including screening, development, monitoring and evaluation.

- o Implement, or facilitate in the implementation, of the work program and plans in accordance with the directives set;
- o Participate in the preparation of project monitoring and evaluation scheme for the project;
- o Monitor the projects per financial inputs against project outputs;

- o Prepare regular project status reports for the Program Manager's review, proposals for the Executive Director's review, and other documentation;
- o Do networking for the projects;
- o Supervise and provide technical assistance to the program;
- o Conduct site inspections;
- o Identify, screen, and select beneficiaries;
- o Exercise general supervision over the beneficiaries, or in the case of intermediary institutions, over the sub-grantees;
- o Assist beneficiaries or sub-grantees in planning, prioritizing, implementing and managing projects.

Salaries

There is considerable diversity in salaries for all positions surveyed. Differences in salaries among the different types of PVOs and among PVOs in the same locality are very evident. A profile of the salaries given by the PVOs interviewed is provided in Annex 4. For the position of Executive Director in the intermediary institutions, Metro Manila has the highest basic salary range (P15,000 to P35,000). Following closely is Cebu City with a range of P11,250 to P26,000. Next is Davao City with a salary range of P5,930 - P11,385. For the regular type of PVO, Metro Manila still offers the highest salary range, P15,000 - P35,000. This is followed by Cebu City with a range of P5,900 - 25,000. (See Annex 5.1 for the basic salary ranges of the Executive Officer.)

For the Chief Finance Officer, Metro Manila has the highest salary range for intermediary institutions (P8,000 - 30,000), followed by Cebu City (P7,500 - P12,600). Next is Davao City, with P3,592 - P7,478. For the regular PVOs, Metro Manila has a salary range of P6,500 - P19,000. Next in rank is Cebu City with P4,500 - P7,000. And lastly, Bacolod City with P3,606 - P5,335. For sub-grantees, only Davao City has a basic salary range for the Chief Finance Officer, P4,000 - P8,000). (See Annex 5.2 for the basic salary ranges of the Chief Finance Officer).

For the Program Manager in intermediary institutions, Cebu City has the widest basic salary range compared to the rest of the PVOs. Cebu has a range of P7,500 to P20,000. Next is Metro Manila with P9,000 to 9,262, followed closely by Davao City with P4,180 to P9,131. Among the regular type of PVO, Metro Manila recorded the highest basic salary range of P8,050 to P18,090. (See Annex 5.3 for the basic salary ranges of the Program Manager).

Lastly, the Project Officer in Metro Manila in intermediary PVOs has the highest range (P3,200 to P10,625), compared to the other areas. This is followed by Davao City with P3,196 to P7,478. (See Annex 5.4 for the basic salary ranges of Project Officer).

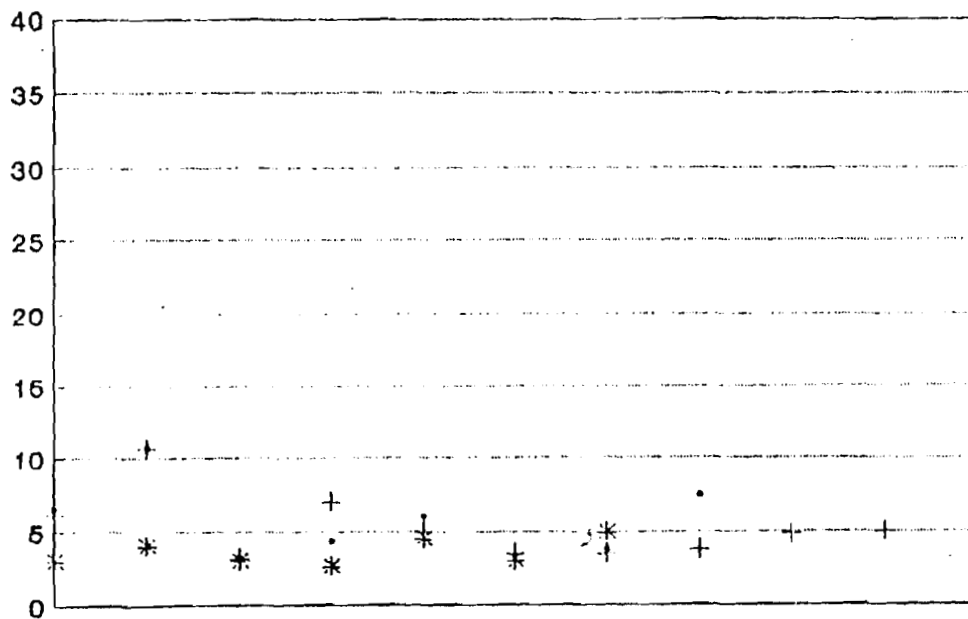
The highest and lowest basic salaries for the four positions are shown in Table 3 below.

Table 3
Spread of Basic Salaries

POSITION	LOWEST	HIGHEST	AVERAGE
Executive Director	5,900	35,000	15,342
Finance Officer	2,650	21,000	8,088
Program Manager	3,000	20,000	8,786
Project Officer	2,600	10,650	4,885

On the whole, the concentration of basic salaries for Executive Directors is within the range of P18,000 and P35,000 for intermediary and regular PVOs. On the other hand, for the sub-grantees, the basic salaries are concentrated within the range of P6,000 to P12,000. (See scattergram below.)

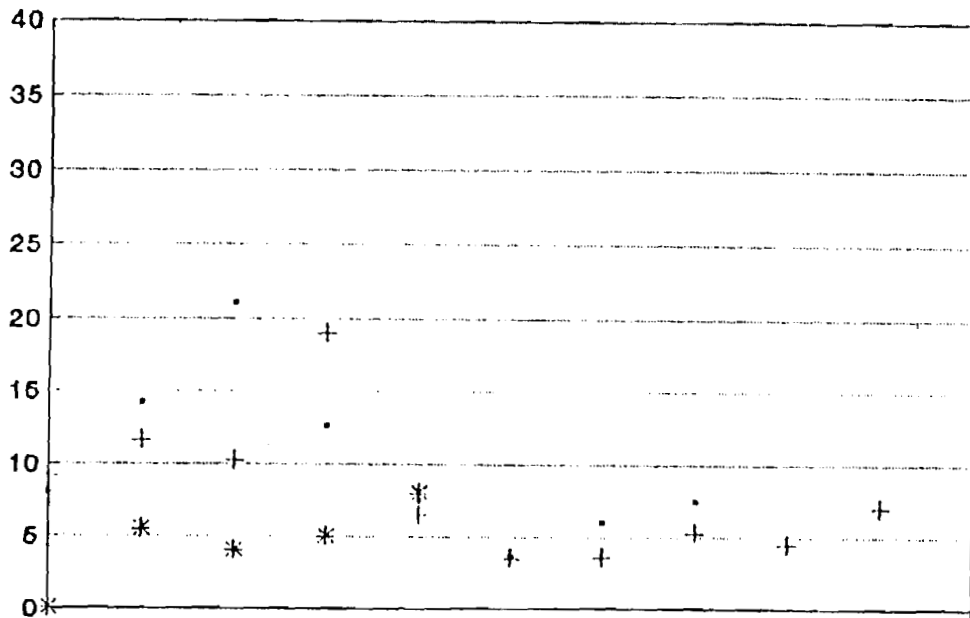
SALARY SCALE (In Thousand Pesos)



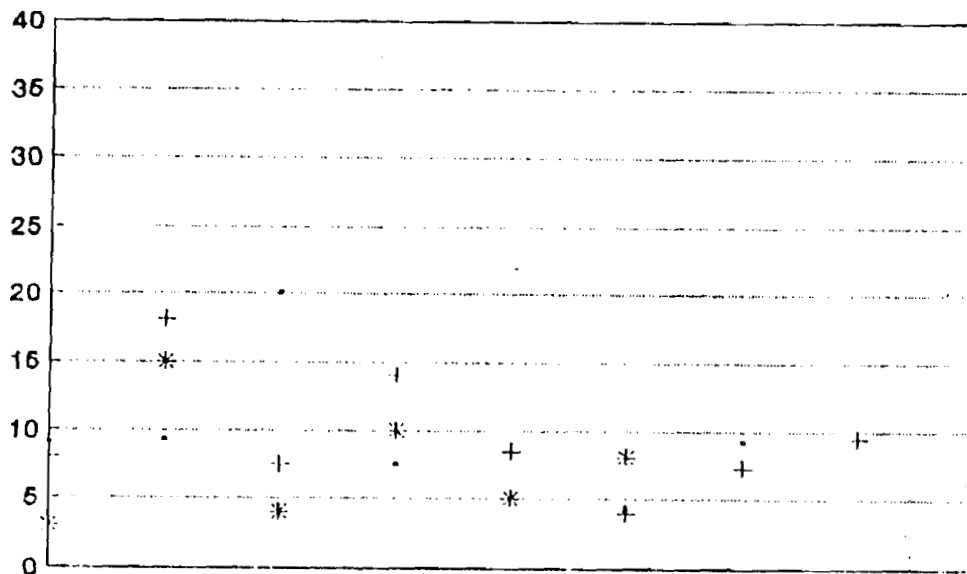
Project Officer

For the Chief Finance Officer and the Program Manager, their basic salaries among the three types of PVO are within the range of P3,500 to P10,000. However, for intermediary institutions and regular PVOs, the few available figures fall within the range of P11,000 and P22,000. (Please refer to the two scattergrams below.)

SALARY SCALE (In Thousand Pesos)



Chief Finance Officer

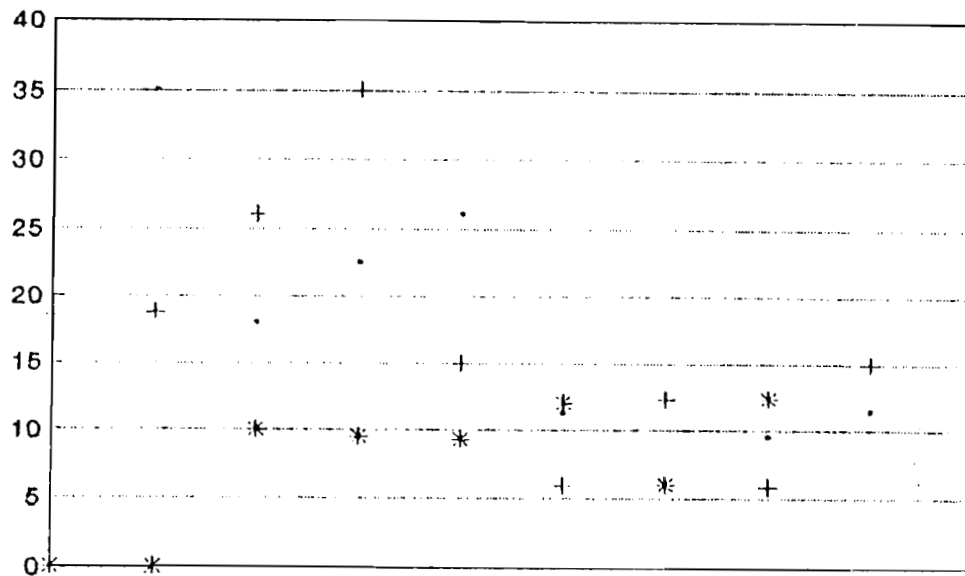


Program Manager

For Project Officers, their basic salaries, regardless of the type of PVO, fall within a range of P3,000 to P6,500. (Please refer to the scattergram below).

SALARY SCALE

(In Thousand Pesos)



Executive Director

Based on the available data, in terms of effective cash compensation which is composed of basic salary plus cash allowances, Metro Manila PVOs still have, on average, the highest salaries for the positions surveyed. An exception is the position of Program Manager wherein Cebu has the highest average effective cash compensation. Table 4 shows the average cash compensation which the incumbents of the four key positions receive by locality.

Table 4
Average Effective Cash Compensation

LOCALITY	EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
Metro Manila	24,344	12,478	9,800	6,148
Bacolod City	9,410	4,132	6,134	4,028
Cebu City	13,706	6,142	12,040	4,486
Davao City	10,218	5,695	6,530	4,252

Benefits

Majority of the PVOs interviewed give the mandatory benefits, namely vacation leave, sick leave, 13th-month pay, and SSS contributions, to their employees. An exception is in Bacolod City where majority of the PVOs interviewed do not have SSS contributions. However, these benefits vary depending on the position of the employee.

Out of the total number of Executive Directors interviewed, 25 have vacation and sick leave; 20 receive 13th-month pay; 12 have retirement plan; 14 have accident/life insurance; 11 avail the different loans offered by the organization namely, car, housing, salary, and emergency loans; 20 have SSS and 11 have Pag-Ibig contributions, and lastly nine have medical/hospitalization benefits.

On the other hand, the following are the benefits received by the Chief Finance Officer: 21 have vacation and sick leaves; 20 receive 13th month-pay; 10 have a retirement plan; 11 have insurance (accident/life); 11 have personal loans available to employees; 20 have SSS and 10 have Pag-Ibig contributions; and five have the medical/hospitalization benefits.

Of the total number of Program Managers interviewed in the four localities, a considerable number receive the following as part of their benefits package:

- o Vacation Leave - 15
- o Sick Leave - 14
- o 13th month-pay - 13
- o Retirement Plan - 6
- o Insurance (Accident/Life) - 8
- o Loans (car /housing/salary/emergency) - 7
- o SSS - 14
- o Pag-Ibig - 7
- o Medical/Hospitalization - 4

The Project Officer position follows closely the total number of Program Managers receiving mandatory benefits:

- o Vacation Leave - 15
- o Sick Leave - 15
- o 13th month-pay - 16
- o Retirement Plan - 9
- o Insurance (Accident/Life) - 10
- o Loans (car/housing/salary/emergency) - 8
- o SSS - 16
- o Pag-Ibig - 10
- o Medical/hospitalization - 7

Employees of the respondent PVOs in Metro Manila have more benefits than their counterparts in the provinces. In the provinces, PVOs in Cebu City have the most number of benefits, followed by Davao City and then Bacolod City.

Majority of the PVOs in Metro Manila and in Cebu City provide cars and a monthly gasoline allowance to their Executive Directors. In Bacolod City, majority of the PVOs provide a gasoline allowance to their Executive Directors. In addition, majority of the respondent PVOs in Cebu City have separation pay for their Executive Directors.

In Cebu City, majority of the Executive Directors and Finance Officers are entitled to retirement plans, life and health insurance, and loans. A listing of the benefits given to employees in the PVOs in Metro Manila and in the provinces is provided in Table 5. The benefits received by the identified key positions in each locality is given in Annex 6.

Table 5
Benefits Received in Metro Manila and Provinces

LOCALITY	BENEFITS
Metro Manila	Vacation leave Sick leave 13th month pay SSS Pag-Ibig Hospitalization Retirement plan Insurance Loans
Outside Metro Manila	Vacation leave Sick leave 13th month pay SSS Medicare - Cebu City and Davao City Pag-Ibig - Davao City Insurance - Bacolod City

CONCLUSIONS AND RECOMMENDATIONS

On the basis of our findings, and after considering the results of the presentation in Davao on October 4, 1990, we were able to formulate certain conclusions and recommendations which will provide USAID with the guidelines it needs in dealing with salaries for PVO management and staff. Our conclusions and recommendations will pertain to the desired minimum qualifications needed by the five positions surveyed to discharge their duties effectively, as well as to the equitable compensation packages they should receive.

MINIMUM QUALIFICATIONS

The results of the discussions in the Annual Meeting of PVOs indicated that among PVOs existing today, many incumbents of the five positions surveyed do not have the proposed preliminary qualification requirements. It seemed that the representatives of PVOs in that meeting value experience more than academic degrees, and this fact was considered when we redefined the qualification requirements. However, we will maintain that because of the changing conditions in the PVO/NGO environment, where the roles, especially of the Executive Director, have become more demanding and complex, academic and formal preparation for the positions would still be as important as experience.

In selecting candidates to fill these five positions, PVOs should be aware not only of present needs, but also of their future needs and functions. To be able to professionalize, they should demand quality and pay for quality. It seems evident, at this point, that sheer goodwill and volunteerism will not sustain PVO operations. Although the reactions were mixed, a good number of those present at the meeting recognized the need to increase salaries and be able to pay competitive salaries to attract and retain qualified staff.

The minimum qualification requirements for each of the five positions, in terms of education, experience, and desired attributes, are presented in Exhibit 2. It should be noted, however, that these qualification requirements may apply to the average PVO only. Larger PVOs may opt for higher standards for these positions by requiring additional years of experience or more advanced degrees.

SALARIES AND BENEFITS

Salaries

Our key considerations in developing the salary structure are internal equity and external competitiveness. Our analysis of the salary data indicated that the highest salaries for the five positions can already compete with those found in government and educational institutions. Although the high end of the salaries would be slightly lower than the lowest averages in the business sector, this would be understandable in view of the profit orientation of private business. The greatest disparity, however, lies in the fact that many incumbents of the PVOs surveyed receive very low salaries compared to those of their counterparts in business, education, or government. Thus, the low end of the salary ranges for the five positions would be considerably lower than the low end of salaries of counterpart positions in business.

Our recommendation, therefore, would be to upgrade the salaries at the low end of the range to approximate or reach the high end of salaries for the five positions. In addition, we have developed an ideal salary structure to provide the management and staff of PVOs with an internally equitable salary structure. The ideal salary structure should be applicable for 1990 to 1991, as this already considers the projected inflation rate for 1990-1991.

We have set two salary structures: Salary Structure 1 has a higher percentage of increase than Salary Structure 2 to provide for higher compensation at the supervisory and managerial levels. Salary Structure 1 will be more appropriate for PVOs based in Metro Manila and for the larger PVOs (with more than 100 employees). These two salary structures, however, do not apply to ECDs as these PVOs follow their corporate salary structures and the incumbents are already paid competitive compensation packages.

It should be noted that the proposed salary structures pertain to basic salaries only. Cash allowances now being given to PVO employees to supplement their income should continue.

The positions equivalent to the job grades are as follows:

Job Grade 1	-	Janitorial/Messengerial
Job Grade 2	-	Clerical
Job Grade 3	-	Technical (New Project Officer)
Job Grade 4	-	Experienced Technical
Job Grade 5	-	New Supervisory (Exp. PO)
Job Grade 6	-	Experienced Supervisory (Head of Programs for small PVOs)
Job Grade 7	-	Managerial (Programs Manager and Chief Finance Officer of small PVO)
Job Grade 8	-	Managerial (Programs Manager/CFO of large PVOs)

Tables 6 and 7 present the two recommended salary structures.

Table 6
Salary Structure 1

Job Grade	Minimum	% Increase
Job Grade 1	2,765	
Job Grade 2	3,042	10
Job Grade 3	3,498	15
Job Grade 4	4,198	20
Job Grade 5	5,457	30
Job Grade 6	7,640	40
Job Grade 7	11,460	50
Job Grade 8	18,336	60
Executive Director	33,005	80

Table 7
Salary Structure 2

Job Grade	Minimum	% Increase
Job Grade 1	2,765	
Job Grade 2	3,042	10
Job Grade 3	3,498	15
Job Grade 4	4,198	20
Job Grade 5	5,248	25
Job Grade 6	6,822	30
Job Grade 7	9,551	40
Job Grade 8	14,326	50
Executive Director	25,071	75

To maintain these basic salary structures, we propose the following guidelines:

1. The salary structure should be upgraded at least every two years by raising the minimum rates for each job grade. The percentage of increase between the minimum rates of the job grades should be followed to maintain internal equity.
2. If the minimum wage as required by law is raised by x percent, the minimum rate for Job Grade 1 should be adjusted to the new mandatory wage rate. The new minimum rate for Job Grade 1 should be used as base figure to compute the other job grades, using the set percentage of increase.
3. Maximum rates can be set for each job grade but these should be only 50% higher than the percentage increase to the next job grade. For instance, if the percentage of increase between Job Grade 1 and Job Grade 2 is 10%, the spread between the minimum rate and the maximum rate for Job Grade 1 should be 15%. To illustrate:

<u>Job Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Spread</u>
1	2,765	3,180	15%
2	3,042	3,711	22%

Benefits

In view of the variations in fringe benefits that PVOs receive, we recommend only those that will approximate minimum benefits received in private business. Any additional benefits, such as rice subsidies, should continue.

We recommend that all PVOs, regardless of size, be required to pay minimum benefits required by law, such as SSS contributions, sick leave, vacation leave, 13th month pay and maternity pay. The number of days, however, should approximate those given in business.

We therefore recommend the following benefit structure to supplement the effective cash compensation for the five positions.

- o Sick Leave - at least 13 days per year, increasing to 15 days after the fifth year of service
- o Vacation Leave - at least 12 days per year, increasing to 15 after the fifth year of service
- o Health/Hospitalization Insurance - amounts should cover cost of hospitalization to supplement Medicare benefits
- o Life Insurance - The equivalent of at least one year's pay, and should range from P50,000 for the new Project Officer to P100,000 for the Senior PO; P100,000 to P200,00 for the Programs Manager and Chief Finance Officer; and P300,000 to P500,000 for the Executive Director.

Another benefit that can be given is retirement pay, but this may not be feasible for small PVOs. However, PVOs with 100 or more employees should install a retirement plan for its employees. Those PVOs with no provision for retirement should provide termination or separation pay for employees who have rendered at least three years of service. The amounts usually given in business are 50% to 100% of monthly salary times the years of service.

Contractual employees or those hired co-terminus with a project should receive salaries at least 50% higher than those of regular, permanent employees in lieu of their not being eligible for other benefits.

LIST OF PVOS INTERVIEWED

I. Metro Manila

- A. Ayala Foundation, Inc.
- B. Bicol Livelihood Foundation, Inc.
- C. Family Planning Organization of the Philippines
- D. Foundation for Education Evolution Development
- E. Jaime V. Ongpin Foundation, Inc.
- F. Philippine Business for Social Progress
- G. Phinma Comrel
- H. Pilipinas Shell Foundation, Inc.
- I. Population Center Foundation
- J. Small Enterprises Research and Development Foundation of the Philippines
- K. Tulay sa Pag-unlad , Inc.

II. Bacolod City

- A. Cooperative Housing Foundation
- B. Kauswagan of Victorias Foundation, Inc.
- C. Negros Economic Development Foundation, Inc.

III. Cebu City

- A. Aboitiz and Company, Inc.
- B. Free Legal Assistance Volunteers Association, Inc.
- C. International Pharmaceuticals, Inc.
- D. Norkis Group Management Systems
- E. Pagtambayayong Foundation, Inc.
- F. Ramon Aboitiz Foundation, Inc.
- G. USC School of Nursing
- H. USC Water Resource Center

IV. Davao City

- A. Davao Independent Housing Foundation
- B. DPF - Davao Medical School Foundation
- C. Kapwa Upliftment Foundation, Inc.
- D. Kauswagan sa Timogang Mindanao Foundation, Inc.
- E. Marsman Estate Plantation, Inc.
- F. Mindanao Technical Assistance Program for Agrarian Reform and Rural Development
- G. NDEA - Business Resource Center
- H. South Cotabato Foundation, Inc.

RECOMMENDED JOB SPECIFICATIONS

POSITION	QUALIFICATION		SPECIAL SKILLS/ATTRIBUTES
	EDUCATION	EXPERIENCE	
I. Executive Director - Chief Executive Officer - Director - Group Director - President - Project Director	o preferably a Master's degree in any field or equivalent experience o minimum requirement: - College degree	o at least five years experience in social development work or related field, 3 of which in a managerial position in development work or related field o minimum requirement: - exposure to development issues and concerns	o negotiating skills - capability to attract funds - networking o entrepreneurial skills o capability to relate to different sectors of society o communication skills (verbal and written) o managerial skills o program management skills o other attributes: - visionary - value-orientation - social motivation - patience and perseverance
II. Chief Finance Officer - Administrative Officer - Finance Officer - Office Manager	o CPA or equivalent experience o College degree in Accounting and/or Finance o plus factors: - MBA units or graduate studies in related field	o at least 2 years experience in finance in supervisory/managerial capacity o if not a CPA, must have five years experience in accounting/finance o experience in similar organizations	o attention to detail o project appraisal, monitoring and evaluation skills o ability to manage audits

RECOMMENDED JOB SPECIFICATIONS

POSITION	QUALIFICATION		SPECIAL SKILLS
	EDUCATION	EXPERIENCE	
III. Program Manager - Assistant Project Director - Director for Operations - Operations Manager - Principal Investigator - Program Coordinator - Program Officer - Project Development Officer - Project Director for Internal Affairs - Project Manager - Project Supervisor	o College degree o plus factor: - Masteral units in related fields - Degree in social sciences	o at least 3-4 years experience in the programs to be implemented, preferably with social development orientation o at least 1 year supervisory experience	o supervisory skills o project management skills o public relations/networking o communication skills (verbal and written) o leadership skills o training skills (organization building skills) o other attributes: - value-orientation - commitment to development work
IV. Project Officer - Assistant Project Manager - Community Coordinator - Field Officer - Program Coordinator - Program Officer - Project Coordinator - Project Development Officer	o College degree or equivalent experience	o for Senior PO: - at least 2 years as Junior PO o for Junior PO: - previous experience in social development work or field related to the program to be implemented	o basic accounting skills o networking skills o communication skills (verbal and written) o training skills o community organization skills o interpersonal skills o other attributes: - social adaptability - value-orientation

INTERVIEWEE PROFILE

Name: _____
Organization: _____
Address: _____

Position:

____ Executive Director
____ Chief Financial Officer

PVO Type

____ ECD
____ Co Finance

Sector

____ Government Agency
____ Educational Institutions

Co-Finance Category

____ Intermediate
____ Regular
____ Sub-grantees

How many years have you been working? _____

How many years have you been with the organization? _____

How many years have you been in your current position? _____

I. ORGANIZATIONAL STRUCTURE

1. When did the organization start its operations? Who established the organization?

2. What type of programs do you have? How many projects are there in one program?

3. What is the total number of employees in the organization?

4. Do you have a formal organizational chart? If not, describe the major departments. Who heads each department? How are they related?

5. How many Project Officers are there in your organization? How long have they been with the organization?

6. What are the financing institutions that support your organization? Do you get funds other than from USAID?

II. COMPENSATION AND BENEFITS

A. Compensation

1. Monthly Basic Salary: _____
2. What allowances do you get?
 - a. Representation:
 - b. Family:
 - c. Gasoline:
 - d. Others:
2. What are your non-cash compensations?
 - a. Food:
 - b. Clothing:
 - c. Transportation:
 - d. Others:
3. What bonuses do you get?
 - a. Christmas:
 - b. 13th Month:
 - c. 14th Month:
 - d. Mid-year:
 - e. Others:
4. Incentive/Merit Increase:

B. What benefits do you give to your employees?

1. What medical benefits can they avail?

2. Do they have vacation leaves?
3. Do they have sick leaves?
4. Are they insured (Life/Accident Insurance)?
5. Do they have a Retirement Plan?
6. Can they avail of loans (car, computer, etc.)?
7. Are they members of the SSS, Pag-Ibig, etc.? Are these salary-deductable?

III. QUALIFICATION REQUIREMENTS AND RESPONSIBILITIES

1. What is your educational background?

2. What are your previous work experiences? State the position and describe the duties/responsibilities.

3. How did these previous jobs prepare you for this position?

4. How did you get involved in social development work?

5. Describe your duties/responsibilities in your current position. (Summarize duties according to major and minor duties) Of these duties, which are shared? If shared, with whom do you share this duty? How often do you perform this duty? How long have you been performing this duty?

1

6. Do you have duties/responsibilities other than those stated in your current job description? What are these duties? Please describe.

7. Do you like your job? Do you plan to stay long? What do you get out of it?

8. In terms of compensation, do you feel you are well-compensated? What would be the comfortable compensation in your position?

9. What are the special skills necessary to effectively and efficiently perform the duties?

INTERVIEWEE PROFILE

Name: _____
Organization: _____
Address: _____

Position:

- ☐ Program Manager
☐ Experienced Project Officer
☐ New Project Officer

PVO Type

- ☐ ECD
☐ Co Finance

Sector

- ☐ Government Agency
☐ Educational Institutions

Co-Finance Category

- ☐ Intermediate
☐ Regular
☐ Sub-grantees

How many years have you been working? _____

How many years have you been with the organization? _____

How many years have you been in your current position? _____

I. ORGANIZATIONAL STRUCTURE

1. When did the organization start its operations? Who established the organization?

2. What type of programs do you have? How many projects are there in one program?

3. What is the total number of employees in the organization?

4. Do you have a formal organizational chart? If not, describe the major departments. Who heads each department? How are they related?

5. How many Project Officers are there in your organization? How long have they been with the organization?

6. What are the financing institutions that support your organization? Do you get funds other than from USAID?

II. COMPENSATION AND BENEFITS

A. Compensation

1. Monthly Basic Salary: _____
2. What allowances do you get?
 - a. Representation:
 - b. Family:
 - c. Gasoline:
 - d. Others:
2. What are your non-cash compensations?
 - a. Food:
 - b. Clothing:
 - c. Transportation:
 - d. Others:
3. What bonuses do you get?
 - a. Christmas:
 - b. 13th Month:

- c. 14th Month:
 - d. Mid-year:
 - e. Others:
4. Incentive/Merit Increase:

B. What benefits do you have?

- 1. What medical benefits can you avail?
- 2. Do you have vacation leaves?
- 3. Do you have sick leaves?
- 4. Are you insured (Life/Accident Insurance)?
- 5. Do you have a Retirement Plan?
- 6. Can you avail of loans (car, computer, etc.)?
- 7. Are you members of the SSS, Pag-Ibig, etc.? Are these salary-deductable?

III. QUALIFICATION REQUIREMENTS AND RESPONSIBILITIES

1. What is your educational background?

2. What are your previous work experiences? State the position and describe the duties/responsibilities.

3. How did these previous jobs prepare you for this position?

4. How did you get involved in social development work?

5. Describe your duties/responsibilities in your current position. (Summarize duties according to major and minor duties) Of these duties, which are shared? If shared, with whom do you share this duty? How often do you perform this duty? How long have you been performing this duty?

6. Do you have duties/responsibilities other than those stated in your current job description? What are these duties? Please describe.

7. Do you like your job? Do you plan to stay long? What do you get out of it?

8. In terms of compensation, do you feel you are well-compensated? What would be the comfortable compensation in your position?

9. What are the special skills necessary to effectively and efficiently perform the duties?

10. Are there other things like trainings that you feel you need to be more efficient in your function?

DUTIES AND RESPONSIBILITIES

Executive Director

PVO CODE	RESPONSIBILITY
A-01 Executive Director	<ul style="list-style-type: none"> o Fully responsible over the foundation o Does project proposals o Sources funds o Monitors project from conceptualization to implementation o Does overall project coordination o Monitors budget
A-02 Executive Director	<ul style="list-style-type: none"> o Sources funds o Plans programs and projects of the foundation
A-04 Executive Director	<ul style="list-style-type: none"> o Plans and implements the Community Relations development programs of the Foundation o Prepares feasibility studies for livelihood and social services projects for funding o Supervises ComRel staff and monitors projects
A-05 Executive Director	<ul style="list-style-type: none"> o Policy direction o Supervisory controls o Sources funds o Implements guidelines in behalf of the Board
A-06 Vice President	<ul style="list-style-type: none"> o Manages project development o Sources funds o Monitors projects
A-07 Executive Director	<ul style="list-style-type: none"> o Supervises and controls projects and staff o Sources funds o Negotiates and maintains relationship with donor organizations
A-08 Executive Director	<ul style="list-style-type: none"> o Supervises and monitors day-to-day operations
A-11 Executive Director	<ul style="list-style-type: none"> o Overall administration, management and supervision over the entire staff o Advises and assists the Governing Board and other volunteer bodies in policy-formulation and decision-making o Translates into action programs and implements the approved plans and policies o Assists in identifying, assessing, and generating the resources needed
A-09 Executive Director	<ul style="list-style-type: none"> o Overall control and management of project execution/implementation o Overall management of fund disbursements o Approves subproject loan applications

DUTIES AND RESPONSIBILITIES
Chief Finance Officer

PVO CODE	RESPONSIBILITY
A-03 Manager I or II	<ul style="list-style-type: none"> o Supervises financial functions of the Fdn o Assists the Executive Director in planning, implementation and appraisal of resource mobilization
A-11 Chief Finance Officer	<ul style="list-style-type: none"> o Plans, directs, coordinates and executes action on approved policies and programs affecting the financial operations of FPOP o Prepares/directs the preparation of financial reports/documents for submission o Directs and supervises the keeping of books of accounts of the organization o Assists the Executive in ensuring that the donor's requirements are met and resources are used well in achieving objectives o Provides management and other offices in FPOP technical assistance on financial matters

DUTIES AND RESPONSIBILITIES

Program Manager

PVO CODE	RESPONSIBILITY
A-03 Sr. Program Officer	o Supervises the operationalization of PBSP strategy for each project
A-11 Program Manager	o Plans, organizes, coordinates, supervises and implements the programs/project based on the approved Work Program and Budget o Overall and direct/immediate supervision over Chapters and clinics o Reviews periodically the program policies, recommends and implements action programs
A-09 Project Supervisor/ Loan Administrator	o Overall field management and supervision of project execution/implementation o Preparation and submission of physical and financial progress and status reports o Preparation of feasibility studies for identified programs and projects o Reviews negotiated loans and insures that all conditions are complied o Conducts on-site visits of identified sub-projects for financing

DUTIES AND RESPONSIBILITIES

Executive Director

PVO CODE	RESPONSIBILITY
A-03 Program Officer	o Prepares and supervises th Implementation of the work program and plans in accordance with directives set by the Board of Trustees
A-11 Project Officer	o Supervises and provides technical assistance to the programs o Monitors projects per financial inputs vs programs outputs Assists in the preparation of the Three-Year Plan, Work Program and Budget, and Annual Report
A-09 Evaluator/Project Management Operation	o Project planning and programming o Project monitoring and evaluation o Data development o Assistance in technical and administrative/ financial matters

DUTIES AND RESPONSIBILITIES
Executive Director

PVO CODE	RESPONSIBILITY
B-01 Executive Director	<ul style="list-style-type: none">o Prepares and recommends development plans to the Boardo Prepares and supervises implementation strategies of plans approvedo Prepares and submits periodic operations and financial performance reports to the Boardo Assumes full responsibility over all activities and performance of all subordinates

DUTIES AND RESPONSIBILITIES

Chief Finance Officer

PVO CODE	RESPONSIBILITY
8-01 Financial Officer	<ul style="list-style-type: none"> o Directs and supervises proper recording of financial transactions to books of accounts o Ascertains that accounting principles, auditing procedures are observed in the classification of accounts and in the preparation of financial statements o Reviews/verifies authorized financial requests/disbursements o Conducts internal audit and spot checks cashier o Prepares financial reports and annual budget
8-02 Office Manager	<ul style="list-style-type: none"> o In-charge of personnel, accounting, procurement, auditing, records and property management o Orients, instructs and trains other staff in administrative and financial systems and procedures
8-03 Administrative/ Financial Officer	<ul style="list-style-type: none"> o Provides overall planning, direction, supervision, coordination and control over all accounting work o Prepares accounting reports, financial statements and books of accounts o Reviews Check/Journal vouchers o Formulates, develops and implements office control procedures, policies and guidelines o Reviews reports by the personnel in-charge, purchasing clerk, and materials and asset management in-charge o Determines standard selection devices and conducts interviews to job applicants o Promulgates all rules, regulations, orders and other instructions to effect efficient administration of all divisions

DUTIES AND RESPONSIBILITIES

Program Manager

PVO CODE	RESPONSIBILITY
B-01 Program Officer	<ul style="list-style-type: none"> o Responsible for the whole program and supervises all projects under the program regularly o Supervises and monitors the work and progress of project officers and coordinates activities of the project/staff under the program o Identifies potential problem areas of the program, monitor and evaluate project performance o Plans and supervises implementation of programs based on trainings o Formulates and recommends strategies and methods to improve the operations o Conduct field visits/inspections at least 10 days a month and validates reports of the Project Officer
B-03 ECD Program Manager	<ul style="list-style-type: none"> o Establishes policies, guidelines, and procedures for management of problems and operations o Plans long and short-term objectives o Monitors development and administration of section policies and procedures and standards of performance o Monitors the efficient execution of approved plans o Evaluates over-all results in relation to project objectives

DUTIES AND RESPONSIBILITIES
Project Officer

PVO CODE	RESPONSIBILITY
8-02	<ul style="list-style-type: none"> o Formulates and standardizes policies, procedures and systems o Supervises the Specialist in the orientation, instruction and training of staff o Oversees budget preparation and financial reporting o Initiates and undertakes community development/organization activities as needed
8-03 Technical Advisor/ Community Organizer	<ul style="list-style-type: none"> o Exercise general supervision over beneficiaries o Facilitates in the implementation of project o Provides policies, guidelines and information needed for the evaluation and implementation of the project o Handles roles such as program evaluator, technical consultant, analyst and researcher o Prepares regular reports and other documentation

DUTIES AND RESPONSIBILITIES
Executive Director

PVO CODE	RESPONSIBILITY
C-01 Director for Project Dev't & Evaluation	<ul style="list-style-type: none"> o Writes project studies (wholesale and retail) from conceptualization to feasibility studies. o Sources the funds o Spends the fund by writing smaller projects for the program o Evaluates the project o Does conceptual training programs and political risk analysis
C-02 Executive Director	<ul style="list-style-type: none"> o Oversee operation o Fund management o External relation or fund sourcing o Handles two projects personally
C-03 Project Director	<ul style="list-style-type: none"> o Inter-agency contacts and negotiations o Broad supervision of all activities o Administration of funds o Review of reports and publications
C-04 Executive Director	<ul style="list-style-type: none"> o Oversee operations o Responsible for all reports given to different agencies
C-05 Project Director	<ul style="list-style-type: none"> o Oversee operations
C-07 Project Operation Manager	<ul style="list-style-type: none"> o Overall implementation of project o Recommends all financial transactions and reports to the President for approval o Preparation and submission of all evaluation evaluation and monitoring requirements o Administrative supervision over staff o Conceptualization of projects o Prepares operating plans, status reports and other information needed

DUTIES AND RESPONSIBILITIES

Chief Finance Officer

PVO CODE	RESPONSIBILITY
C-01 Chief Financial Officer	<ul style="list-style-type: none"> o In-charge of accounting, budgeting and finance o Monitoring & auditing of projects o Property custodian
C-02 Finance Officer	<ul style="list-style-type: none"> o Financial management of the foundation o Certify vouchers o Financial reports for submission
C-04 Financial/ Funding Resource Officer	<ul style="list-style-type: none"> o Safeguards/administers funds and sees to it that they are spent according to lined items o Taps funding resources and related activities in coordination with Project Director for Internal Affairs. o Maintains a systematic monitoring of funds
C-07 Finance Officer	<ul style="list-style-type: none"> o Determine allowable/disallowable cost in all financial transactions o Financial monitoring before disbursements o Prepares administrative annual budget based on grant o Conduct staff meetings for Finance technical assistants o Analyze and review project status reports before submission o Give service and advice to manager regarding the financial flow of project against actual o Spotcheck operations in the field during peak seasons

DUTIES AND RESPONSIBILITIES
Program Manager

PVO CODE	RESPONSIBILITY
C-01 Director of Operations	<ul style="list-style-type: none"> o Responsible from the implementation to monitoring of projects o Does EXECOM work as member of the Board
C-03 Principal Investigator	<ul style="list-style-type: none"> o Takes charge of project implementation according to schedule o Coordinates with the investigators/ consultants in the design, collection, analysis and reporting of investigation result
C-04	<ul style="list-style-type: none"> o Coordinates & follows up all employees concerned in activities o Seeing to that all activities/objectives of are carried out o Works with the Financial Manager in tapping funding sources o Promotes linkages with governmental and nongovernmental agencies o Keeps the Director abreast of status of releases and payments every month
C-07 Agro-Forestry Supervisory/CD-WD Supervisor	<ul style="list-style-type: none"> o Formation of plans and programs o Supervision of staff/personnel o Submission of accomplishment reports o Program evaluation and recommendations o Give constant technical input o Submit evaluations/recommendations of all staff under him o Preparation and submission of plans, status reports, annual reflections and other information needed
C-08 Project Manager Corporate Assets	<ul style="list-style-type: none"> o Coordinate with NGMS, USAID, and cooperatives in the implementation of the project o Manage the overall operation of project on its first three yrs of operation. o Report project progress to NGMS and USAID o Train the beneficiaries o Monitor funds with the Finance Officer

DUTIES AND RESPONSIBILITIES
Project Officer

PVO CODE	RESPONSIBILITY
C-01 Project Officer	<ul style="list-style-type: none"> o Effective management of all activities related to the processing and monitoring of all projects assigned, including screening, development, monitoring and evaluation o Represent EXECOM members in their absence
C-02 Program Officer	<ul style="list-style-type: none"> o See to it that project is implemented as planned o Coordination with other sections for implementation o Conceptualize projects o Supervise & provide guidance to subordinates o Handle some projects for other NGOs
C-04 Program Officer/Social Worker/Project Coordinator	<ul style="list-style-type: none"> o Monitor and evaluate project o Scan financial papers o See to it that objectives are met o Do proposals which the Executive Officer finalizes

DUTIES AND RESPONSIBILITIES
Executive Director

PVO CODE	RESPONSIBILITY
D-02 Project Director	<ul style="list-style-type: none"> o Presides over meetings of the Project Review Board o Ensures that over-all project objectives, strategies and policies are translated into specific administrative and operational plans o Approves/disapproves project proposals, plans and reports o Provides over-all supervision of project staff o Facilitates and strengthen linkage between project and other supporting agencies o Provides regular update to funding agency
D-01	<ul style="list-style-type: none"> o Directs activities related to problem-solving, decision-making, planning, organizing, controlling, budgeting, and accounting of programs o Facilitates project staff meetings, quarterly and annual project review o Evaluates over-all project operations o Reviews reports of subordinates and prepares reports to donors and board o Reviews and approves program expenditures o Provides structure, system and cohesion in various aspects of project implementation o Relates project concerns to network affiliation
D-05 Executive Director	<ul style="list-style-type: none"> o Assures that overall objectives, strategies, and policies determined by Board are translated into specific administrative and operational plans o Directs administrative and main operation department in setting medium and short term targets o Takes charge of the staffing o Directs general strategy to be followed in dealing with funding sources and other organizations o Makes sure that other departments are supporting the operations o Submits regular performance reports on the various sections to the Board

DUTIES AND RESPONSIBILITIES
Executive Director

PVO CODE	RESPONSIBILITY
D-07 Program Director	<ul style="list-style-type: none"> o Provides administrative supervision to the program staff o Plans and implements the program o Conceptualizes and supervises program's activities
D-08 Program Director	<ul style="list-style-type: none"> o Organizes the staff o Reviews project studies and prepares project analysis and baseline information report of target beneficiaries o Organizes the beneficiaries and establish a viable network o Reviews and formalizes implementation and evaluation plan of various projects o Formulates policies o Oversees the overall administration of the project o Represents and acts as liaison officer between the company and the financing partner

DUTIES AND RESPONSIBILITIES
Chief Finance Officer

PVO CODE	RESPONSIBILITY
D-02 Admin. Officer/ Financial Analyst	<ul style="list-style-type: none"> o Assists subgrantees set-up their financial records and procedures for the project o Checks financial liquidation of cash advances of subgrantees o Maintains updated bank statements o Conducts regular audit of subgrantees' financial status o Conducts quarterly financial analysis of project expenditures according to actual accomplishments and targets o Submits quarterly financial disbursement and projected cash advance
D-04 Finance and Admin. Officer	<ul style="list-style-type: none"> o Provides financial planning, budgeting and cost control functions
D-01 Accounting Officer	<ul style="list-style-type: none"> o Prepares/maintains financial statements and reports o Updates/records all transactions in books of accounts o Prepares payroll, tax, SSS and MEDICARE remittances o Checks monthly inventory and summary of materials issued o Prepares quarterly liquidation report of USAID fund and yearly reports to other donors o Set-ups, monitors, audits, reviews financial records of projects and beneficiaries
D-05 Accountant	<ul style="list-style-type: none"> o Sees to the proper preparation of costs and financial budgets and the proper disbursements of funds according to approved budgets o Sees to the proper recording and accounting treatment of funds and assets transactions
D-07 Finance Manager	<ul style="list-style-type: none"> o Prepares financial statements/reports of the program o Prepares the periodic budget o Coordinates with Administrative Officer for financial matters o Assists in setting up Accounting systems to program beneficiary groups o Sets up proper accounting system for the program o Assists in proposal generation

DUTIES AND RESPONSIBILITIES
Program Manager

PVO CODE	RESPONSIBILITY
D-02 Sr. Project Dev't Officer - 1 & 2	<ul style="list-style-type: none"> o Prepares work plan with project team o Participates in project orientation related to project development o Prepares monitoring and evaluation scheme for the project o Supervises the provision of technical assistance to NGOs/PVOs in project proposal preparation and project monitoring and evaluation schemes o Provides technical assistance needed to ensure proper management of subproject activities and funds o Reviews papers/documents needed to release funds o Submits and reviews finished product proposals with project evaluation officers o Schedules quarterly field monitoring of projects and take part in the conduct o Updates funding agency on project status through regular submission of project reports o Identify trainings for project and subgrantee staff
D-04 Project Manager	<ul style="list-style-type: none"> o Acts as overall administration/project management officer and directs all staff
D-01 Asst. Project Director	<ul style="list-style-type: none"> o Directly supervises and monitors all field operations o Reviews and approves project proposals, purchase requisitions and RIS of beneficiaries o Designates and evaluates field officers o Reviews the reports of subordinates o Prepares quarterly report o Oversees repairs and maintenance of NGO vehicles

DUTIES AND RESPONSIBILITIES
Program Manager

PVO CODE	RESPONSIBILITY
D-05 Program Coordinator	<ul style="list-style-type: none"> o Reports to the Executive Director for the administrative and technical supervision of the programs, training and research departments o Plans and implements project development and monitoring, training, and research activities o Reviews reports and project proposals for submission to the Executive Director
D-07 Small Enterprise Dev't Specialist	<ul style="list-style-type: none"> o Provides expertise in the project o Provides trainings on project management o Assists in technical assessment of projects and proposals generation and conceptualization of projects o Compile a technical manual for the use of project officers o Provides consultancy services to project officers for their economic activities o Coordinates linkage activities of project officers to markets, suppliers, manufacturers, finance houses and processors o Does networking
D-08 Project Supervisor	<ul style="list-style-type: none"> o Implements policies o Trains staff o Conducts seminars and needs analysis o Prepares project studies and implementation plans o Handles project implementation, monitoring, and project evaluation

DUTIES AND RESPONSIBILITIES
Project Officer

PVO CODE	RESPONSIBILITY
D-02 Jr. Project Dev't Officer - 1 & 2	<ul style="list-style-type: none"> o Participates in the preparation of project monitoring and evaluation scheme for the project o Provides technical assistance to NGOs/PVOs in project proposal preparation and project monitoring and evaluation scheme o Provides technical assistance for proper management of subproject activities and funds o Submits project proposals/contracts/related documents o Monitors the project upon implementation o Prepares monthly/regular workplan, project status report
D-04 Asst. Project Manager	<ul style="list-style-type: none"> o Supervises all staff
D-01 Field Officer	<ul style="list-style-type: none"> o Trains the staff regarding the operations o Assists beneficiaries in undertaking the projects o Monitors, releases and supervises application of techniques in the project o Evaluates the project o Collects and remits payments of loans from beneficiaries o Reviews and recommends for approval project loans o Maintains the loan records of the beneficiaries o Prepares quarterly reports

DUTIES AND RESPONSIBILITIES
Project Officer

PVO CODE	RESPONSIBILITY
D-07 Provincial Coordinator	<ul style="list-style-type: none"> o Conceptualizes programs at the provincial level o Plans implementation and evaluation of programs at the provincial level o Provides project oversight for program beneficiaries at the provincial level o Coordinates trainings and program related activities in the provinces o Prepares progress reports o Provides assistance to NGOs in evaluation of projects
D-08 Community Coordinator	<ul style="list-style-type: none"> o Networking for the project o Identifies, screens and selects beneficiaries o Processes loan application of qualified beneficiaries o Conducts site inspection for project location o Monitors and evaluates projects o Conducts socio-economic survey o Assists beneficiaries in planning, prioritizing, implementing and managing its projects

SURVEY FINDINGS - JOB SPECIFICATIONS

POSITION	QUALIFICATION		SPECIAL SKILLS/ATTRIBUTES
	EDUCATION	EXPERIENCE	
I. Executive Director - Chief Executive Officer - Director - Group Director - President - Project Director	o at least a Ph.D. in any field o plus factors: - MBA - degrees in the social sciences	o at least ten years experience in social development work, 5 of which in a managerial position in similar organizations o minimum requirement: - exposure to development issues and concerns	o negotiating skills - capability to attract funds - networking o entrepreneurial skills o capability to relate to different sectors of society o communication skills (verbal and written) o managerial skills o program management skills o other attributes: - visionary - value-orientation - social motivation - patience and perseverance
II. Chief Finance Officer - Administrative Officer - Finance Officer - Office Manager	o CPA o College degree in Accounting and/or Finance o plus factors: - MBA units or graduate studies in related field	o at least 2 years experience in finance in supervisory/managerial capacity o experience in similar organizations	o attention to detail o project appraisal, monitoring and evaluation skills o ability to manage audits

SURVEY FINDINGS - JOB SPECIFICATIONS

POSITION	QUALIFICATION		SPECIAL SKILLS
	EDUCATION	EXPERIENCE	
III. Program Manager - Assistant Project Director - Director for Operations - Operations Manager - Principal Investigator - Program Coordinator - Program Officer - Project Development Officer - Project Director for Internal Affairs - Project Manager - Project Supervisor	o College degree o plus factor: - Masteral units in related fields - Degree in social sciences	o at least 3-4 years experience in social development work o at least 1 year supervisory experience	o supervisory skills o project management skills o public relations/networking o communication skills (verbal and written) o leadership skills o training skills (organization building skills) o other attributes: - value-orientation - commitment to development work
IV. Project Officer - Assistant Project Manager - Community Coordinator - Field Officer - Program Coordinator - Program Officer - Project Coordinator - Project Development Officer	o College degree	o for Senior PO: - at least 2 years as Junior PO o for Junior PO: - previous experience in social development work or related field	o basic accounting skills o networking skills o communication skills (verbal and written) o training skills o community organization skills o interpersonal skills o other attributes: - social adaptability - value-orientation

PVO PROFILE (METRO MANILA)

PVO CODE	TYPE OF PVO	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
A-01	II	20	Executive Director -	Project Director 8,000	Program Manager 9,000	NA
A-02	REG	51	Executive Director 18,000 - 19,000	NA	NA	NA
A-03	II	200	Executive Director 35,000	Manager I or II 9,633 - 18,784	Senior Program Officer 7,410 - 11,115	Program Officer (I, II & III) 4,117 - 8,893
A-04	REG	40	Executive Director 18,750	Deputy Director 9,174	PVO Officer 5,250 - 10,850	Assistant PVO Officer 4,840 - 7,460
A-05	REG	8	Executive Director NA	Program Services Head 11,690	Project Supervisor 18,090	Project Officer 9,870 - 11,430
A-06	II	80	Vice President 18,000	Project Manager 12,000 - 30,000	NA	Program Officer 6,250 - 15,000
A-07	REG	23	Executive Director 26,000	Finance Officer 10,250	Program Manager 6,000 - 11,000	Accountant 3,200

Note:

NA - No answer; not available

- - No salary

PVO PROFILE (METRO MANILA)

PVO CODE	TYPE OF PVO	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
A-08	II	30	Executive Director 15,000 - 30,000	NA	NA	Project Officer 3,200
A-09	SUB-G	8	Executive Director	* Done by the Executive Director	Project Supervisor/ Loan Admin 3,000	Evaluator/ Project Management/ Operation 3,000
A-10	REG	50	Executive Director 35,000	Chief Finance Officer 19,000	Managers 10,000 - 18,000	Project Coordinator 5,000 - 9,000
A-11	REG	300	Executive Director 15,000	Chief Finance Officer 6,500	Program Manager 8,500	Project Officer 5,000

Note:

NA - No answer; not available

- - No salary

ANNEX 4.2

PVO PROFILE (BACOLOD CITY)

PVO CODE	TYPE OF PVO II	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
B-01	REG	35	Executive Director 5,954	Financial Officer 3,454	Program Officer 3,954	Project Officer 3,454
B-02	REG	4	NA	Office Manager 3,606	NA	Project Coordinator 3,454
B-03	REG	135	Executive Director (part-time) 12,270	Administrative/ Financial Officer 5,335	ECD Program Manager 7,315	Technical Advisor/ Community 3,795

Note:

NA - No answer; not available

- - No salary

PVO PROFILE (CEBU CITY)

PVO CODE	TYPE OF PVO II	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
C-01	II	184	Director for Project Development and Evaluation 26,000	Chief Financial Officer 12,600	Director for Operation 20,000	Project Officer 2,625 - 6,085
C-02	REG	38	Executive Director 5,900	Finance Officer 4,500	NA	Program Officer 4,800
C-03	SUB-G	24	Project Director	* Done by the Project Director	Principal Investigator 15,000	NA
C-04	SUB-G	19	Executive Director (part-time) 2,500	Financial/ Funding Resource Officer 2,650	NA	Program Officer/Social Worker/Project Coordinator 3,000 - 5,000
C-05	SUB-G	15	Project Director 9,500	NA	NA	Program Officer 3,000

Note:

NA - No answer; not available

- - No salary

PVO PROFILE (CEBU CITY)

PVO CODE	TYPE OF PVO II	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
C-06	II	146	Executive Director 11,250	Finance Officer 7,500	Institution Building Network Linkage/ Ecosystem Study Officer 7,500	Program Coordinator 6,000
C-07	REG	20	Project Operation Manager 15,000	Finance Officer 7,000	Agro-Forestry Supervisor/ CD-WD Supervisor 9,500	CD Officer 5,000
C-08	REG	5	Executive Vice-President (ECD) (part-time) 25,000	VP-Treasury & Corporate Assets (ECD) NA	Project Manager 6,200	Project Accountant 3,200 - 5,500

Note:

NA - No answer; not available

- - No salary

PVO PROFILE (DAVAO CITY)

PVO CODE	TYPE OF PVO	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
D-01	II	16	Project Director 5,930	Accounting Officer 3,592	Assistant Project Director 5,000	Field Officer 2,600 - 3,791
D-02	II	90	Project Director 9,000 - 10,000	Administrative Officer Financial Analyst 5,995	Senior Project Development Officer - 1 & 2 3,355 - 5,005	Junior Project Development Officer 2,915 - 4,565
D-03	SUB-G	16	Executive Director 9,000 - 9,500	Finance Officer 5,000 - 6,000	Program Manager 3,800 - 4,200	Project Officer 2,600
D-04	II	12	Executive Director 11,385	Finance and Administrative Officer 7,478	Project Manager 9,131	Assistant Project Manager 7,478

Note:

NA - No answer; not available

- - No salary

PVO PROFILE (DAVAO CITY)

PVO CODE	TYPE OF PVO	TOTAL NUMBER OF EMPLOYEES	P O S I T I O N S			
			EXECUTIVE DIRECTOR	CHIEF FINANCE OFFICER	PROGRAM MANAGER	PROJECT OFFICER
D-05	SUB-G	9	Executive Director 12,000	Accountant 4,000	Program Coordinator 10,000	Project Development Officer 4,500
D-06	REG	30	Executive Director 15,000	NA	NA	NA
D-07	SUB-G	9	Program Director 6,000	Finance Manager 5,000	Small Enterprise Development Specialist 5,000	Provincial Coordinator 3,000
D-08	SUB-G	9	Project Director 12,375	Finance Officer 8,000	Project Supervisor 8,100	Community Coordinator 4,700 - 5,200

Note:

NA - No answer; not available

- - No salary

BASIC SALARY RANGES
Executive Director

PVO TYPE	NUMBER OF EMPLOYEES	LOWEST	HIGHEST	AVERAGE
Metro Manila				
II	20 - 200	15,000	35,000	25,167
Reg	8 - 300	15,000	35,000	22,650
Sub-G	8	-	-	-
Bacolod City				
Reg	4 - 135	5,954	12,270*	9,112
Cebu City				
II	146 - 184	11,250	26,000	18,625
Reg	5 - 38	5,900	25,000*	15,300
Sub-G	15 - 24	2,500*	9,500	6,000
Davao City				
II	12 - 90	5,930	11,385	8,938
Reg	30	NA	15,000	NA
Sub-G	9 - 16	6,000	12,375	9,906

Legend:

N.A. - No Answer/Not Available
 - - No Salary
 * - Part-time

BASIC SALARY RANGES
Chief Finance Officer

PVO TYPE	NUMBER OF EMPLOYEES	LOWEST	HIGHEST	AVERAGE
Metro Manila				
II	20 - 200	8,000	30,000	14,403
Reg	8 - 300	6,500	19,000	11,323
Sub-G	8	N.A.	N.A.	N.A.
Bacolod City				
Reg	4 - 135	3,606	5,335	4,132
Cebu City				
II	146 - 184	7,500	12,600	10,050
Reg	5 - 38	4,500	7,000	5,750
Sub-G	15 - 24	2,650	N.A.	N.A.
Davao City				
II	12 - 90	3,592	7,478	5,688
Reg	30	NA	15,000	NA
Sub-G	9 - 16	4,000	8,000	5,625

Legend:

N.A. - No Answer/Not Available
- - No Salary

ANNEX 5.3

BASIC SALARY RANGES
Program Manager

PVO TYPE	NUMBER OF EMPLOYEES	LOWEST	HIGHEST	AVERAGE
Metro Manila				
II	20 - 200	9,000	9,262	9,131
Reg	8 - 300	8,050	18,090	11,428
Sub-G	8	3,000	N.A.	N.A.
Bacolod City				
Reg	4 - 135	3,954	7,315	5,634
Cebu City				
II	146 - 184	7,500	20,000	13,750
Reg	5 - 38	6,200	9,500	7,850
Sub-G	15 - 24	N.A.	15,000	N.A.
Davao City				
II	12 - 90	4,180	9,131	6,104
Reg	30	NA	NA	NA
Sub-G	9 - 16	4,000	10,000	6,775

Legend:

N.A. - No Answer/Not Available
- - No Salary

BASIC SALARY RANGES
Project Officer

PVO TYPE	NUMBER OF EMPLOYEES	LOWEST	HIGHEST	AVERAGE
Metro Manila				
II	20 - 200	3,200	10,625	6,777
Reg	8 - 300	3,200	10,650	6,400
Sub-G	8	3,000	N.A.	N.A.
Bacolod City				
Reg	4 - 135	3,454	3,795	3,568
Cebu City				
II	146 - 184	4,355	6,000	5,178
Reg	5 - 38	4,350	5,000	4,717
Sub-G	15 - 24	3,000	4,000	3,500
Davao City				
II	12 - 90	3,196	7,478	4,805
Reg	30	N.A.	N.A.	N.A.
Sub-G	9 - 16	2,600	4,950	3,763

Legend:

N.A. - No Answer/Not Available
- - No Salary

BENEFITS (METRO MANILA)

I. Executive Director

PVO	BENEFITS
A - 01	<ul style="list-style-type: none"> o Vacation leave o Sick leave
A - 02	<ul style="list-style-type: none"> o Car and driver provided o Gasoline allowance o Entertainment allowance o Medical benefits o Vacation leave o 13.5th month pay o Profit sharing o Stock options o Mid-year bonus o SSS o Insurance
A - 03	<ul style="list-style-type: none"> o Subsidized food o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/paternity leave o Insurance o Loans o SSS o Pag-ibig
A - 04	<ul style="list-style-type: none"> o Performance bonus o 13th month pay o Gasoline allowance o Medical o Insurance o Retirement plan o Vacation leave o Sick leave o Loans o SSS o Pag-ibig
A - 05	<ul style="list-style-type: none"> o Clothing allowance - uniform o Mid-year bonus o 13th month pay o Vacation leave o Sick leave o Retirement plan o Medical o Insurance o Loans

BENEFITS (METRO MANILA)

I. Executive Director

PVO	BENEFITS
A - 06	<ul style="list-style-type: none"> o Sick leave o Vacation leave o Car and driver provided o Gasoline allowance o Christmas allowance o Medical
A - 07	<ul style="list-style-type: none"> o Christmas bonus o Mid-year bonus o Vacation leave o Sick leave o Medical o Monthly productivity incentive o Loan o SSS o Pag-ibig
A - 08	<ul style="list-style-type: none"> o Car o Gas allowance o Clothing allowance - uniform o Insurance o Medical/Hospitalization o 13th month pay o Vacation leave o Sick leave o Maternity leave o SSS
A - 09	<ul style="list-style-type: none"> o 13th month pay
A - 10	<ul style="list-style-type: none"> o Car provided o Christmas bonus o Mid-year bonus o 13th month bonus o Family medical allowance o Vacation leave o Sick leave o Emergency leave o Insurance o Hospitalization o Retirement plan o Loan o SSS o Pag-ibig o Medicare

BENEFITS (METRO MANILA)

I. Executive Director

PVO	BENEFITS
A - 11	<ul style="list-style-type: none">o Car providedo Gasoline allowanceo 13th month payo Vacation leaveo Sick leaveo Insuranceo Medical allowanceo Retirement plano SSSo Pag-Ibigo Medicare

BENEFITS (METRO MANILA)

II. Chief Finance Officer

PVO	BENEFITS
A - 01	o Vacation leave
A - 03	o Subsidized food o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/paternity leave o Insurance o Loans o SSS o Pag-Ibig
A - 04	o Performance bonus o 13th month pay o Medical o Insurance o Retirement plan o Vacation leave o Sick leave o Loans o SSS o Pag-Ibig
A - 07	o Christmas bonus o Mid-year bonus o Vacation leave o Sick leave o Medical o Monthly productivity incentive o Loans o SSS o Pag-Ibig

BENEFITS (METRO MANILA)

II. Chief Finance Officer

PVO	BENEFITS
A - 10	<ul style="list-style-type: none">o Car providedo Christmas bonuso Mid-year bonuso 13th month payo Family medical allowanceo Vacation leaveo Sick leaveo Emergency leaveo Insuranceo Hospitalizationo Retirement plano Loanso SSSo Pag-Ibigo Medicare
A - 11	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Insuranceo Medical allowanceo Retirement plano SSSo Pag-Ibigo Medicare

BENEFITS (METRO MANILA)

III. Program Manager

PVO	BENEFITS
A - 01	o Vacation leave
A - 03	o Subsidized food o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/paternity leave o Insurance o Loans o SSS o Pag-ibig
A - 04	o Performance bonus o 13th month pay o Medical o Insurance o Retirement plan o Vacation leave o Sick leave o Loans o SSS o Pag-ibig
A - 05	o Clothing allowance o Mid-year bonus o 13th month pay o Vacation leave o Sick leave o Retirement plan o Medical o Insurance o Loans o SSS

BENEFITS (METRO MANILA)

III. Program Manager

PVO	BENEFITS
A - 10	<ul style="list-style-type: none"> o Car provided o Christmas bonus o Mid-year bonus o 13th month bonus o Family medical allowance o Vacation leave o Sick leave o Emergency leave o Insurance o Hospitalization o Retirement plan o Loans o SSS o Pag-ibig o Medicare
A - 11	<ul style="list-style-type: none"> o 13th mo pay o Vacation leave o Sick leave o Insurance o Medical allowance o Retirement plan o SSS o Pag-Ibig o Medicare

BENEFITS (METRO MANILA)

IV. Project Officer

PVO	BENEFITS
A - 03	<ul style="list-style-type: none"> o Subsidized food o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/paternity leave o Insurance o Loans o SSS o Pag-ibig
A - 04	<ul style="list-style-type: none"> o Performance bonus o 13th month pay o Medical o Insurance o Retirement plan o Vacation leave o Sick leave o Loans o SSS o Pag-ibig
A - 07	<ul style="list-style-type: none"> o Christmas bonus o Mid-year bonus o Vacation leave o Sick leave o Medical o Monthly productivity incentive o Loans o SSS o Pag-ibig
A - 10	<ul style="list-style-type: none"> o Christmas bonus o Mid-year bonus o 13th month pay o Family medical allowance o Vacation leave o Sick leave o Emergency leave o Insurance o Hospitalization o Retirement plan o Loans o SSS o Pag-ibig o Medicare

BENEFITS (METRO MANILA)

IV. Project Officer

PVO	BENEFITS
A - 11	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Insuranceo Medical allowanceo Retirement plano SSSo Pag-Ibigo Medicare

BENEFITS (BACOLOD CITY)

I. Executive Director

PVO	BENEFITS
B - 01	<ul style="list-style-type: none"> o Transportation allowance o Honorarium: P 2000/project o Vacation leave o Sick leave o 13th month pay o Insurance
B - 02	<ul style="list-style-type: none"> o Free housing o Free hospitalization o Differential fund o Mid-year bonus o 13th month pay o Christmas bonus o Profit-sharing o Rice and gas rations o Medicare o Transportation allowance o Vacation leave o Sick leave o Insurance

II. Chief Finance Officer

POSITION	BENEFITS
B - 01	<ul style="list-style-type: none"> o 13th month pay o Insurance o Sick leave o Vacation leave o SSS
B - 02	<ul style="list-style-type: none"> o 13th month pay o Sick leave o Vacation leave
B - 03	<ul style="list-style-type: none"> o 13th month pay o 14th month pay o Hospitalization o Insurance

BENEFITS (BACOLOD CITY)

III. Program Manager

POSITION	BENEFITS
B - 01	<ul style="list-style-type: none">o 13th month payo Insurance
B - 03	<ul style="list-style-type: none">o Transportation allowanceo 13th month payo 14th month payo Hospitalizationo Insurance

IV. Project Officer

POSITION	BENEFITS
B - 01	<ul style="list-style-type: none">o 13th month payo Insurance
B - 02	<ul style="list-style-type: none">o 13th monthly payo Transportation allowance
B - 03	<ul style="list-style-type: none">o Transportation allowanceo 13th month payo 14th month payo Hospitalizationo Insurance

BENEFITS (CEBU CITY)

I. Executive Director

PVO	BENEFITS
C - 01	<ul style="list-style-type: none"> o Gasoline allowance o Representation allowance o Car provided o 13th month pay o Hospitalization o Medicare o SSS o Vacation leave o Sick leave o Insurance o Retirement plan o Loans
C - 02	<ul style="list-style-type: none"> o Gasoline allowance o Clothing allowance o 13th month pay o 14th month pay o P2,000 bonus per year o Vacation leave o Sick leave o Sabbatical leave o Retirement plan o Loans o SSS
C - 03	<ul style="list-style-type: none"> o Car provided o Gasoline allowance
C - 04	<ul style="list-style-type: none"> o Gasoline allowance o Medicare o Vacation leave o Sick leave o Insurance o Retirement plan o Separation fee o Loans o SSS

BENEFITS (CEBU CITY)

I. Executive Director

PVO	BENEFITS
C - 05	<ul style="list-style-type: none"> o 13th month pay o Medicare o Lay-off days o Double pay instead of VL o Sick leave o Insurance o Retirement plan o Loans o SSS
C - 06	* Salary includes benefits
C - 07	<ul style="list-style-type: none"> o Clothing allowance o Gasoline allowance o 13th month pay o Medicare o Vacation leave o Sick leave o SSS
C - 08	<ul style="list-style-type: none"> o Car provided o Gasoline allowance o Clothing allowance o 13th month pay o 14th month pay o Vacation leave o Sick leave o SSS o Retirement plan o Separation fee

BENEFITS (CEBU CITY)

II. Chief Finance Officer

PVO	BENEFITS
C - 01	<ul style="list-style-type: none"> o Gasoline allowance o 13th month pay o Mid-year bonus o Burial o Hospitalization o Vacation leave o Sick leave o Insurance o Retirement plan o Separation fee o Loans o Travel benefits
C - 02	<ul style="list-style-type: none"> o Clothing allowance o 13th month pay o 14th month pay o Medicare o Vacation leave o Sick leave o Sabbatical leave o Retirement plan o Separation fee o Loan o SSS
C - 04	<ul style="list-style-type: none"> o 13th month pay o Medicare o Vacation leave o Sick leave o Insurance o SSS o Loan
C - 05	<ul style="list-style-type: none"> o 13th month pay o Medicare o Lay-off days o Double pay instead of VL o Sick leave o Insurance o Retirement plan o Loans o SSS
C - 06	* Salary includes benefits

BENEFITS (CEBU CITY)

II. Chief Finance Officer

PVO	BENEFITS
C - 07	<ul style="list-style-type: none">o Clothing allowanceo Education allowanceo 13th month payo Medicareo Vacation leaveo Sick leaveo Loano SSSo Pag-Ibig
C - 08	<ul style="list-style-type: none">o Car providedo Gasoline allowanceo Clothing allowanceo 13th month payo 14th month payo Vacation leaveo Sick leaveo SSSo Retirement plano Separation fee

BENEFITS (CEBU CITY)

III. Program Manager

PVO	BENEFITS
C - 01	<ul style="list-style-type: none"> o Gasoline allowance o Loans o Free schooling for children (10 yrs service) o 14th month pay o Hospitalization o Vacation leave o Sick leave o SSS o Medicare
C - 03	<ul style="list-style-type: none"> o Christmas bonus o 13th month pay o Profit share o Hospitalization o Loans o Vacation leave o Sick leave o Trust fund for dangerous projects o SSS o Medicare
C - 06	* Salary includes benefits
C - 08	<ul style="list-style-type: none"> o Food (rice subsidy) o Free motorcycle o SSS o Medicare o Vacation leave o Sick leave o Insurance o Provident fund o Emergency fund of P1500 o Gasoline allowance

BENEFITS (CEBU CITY)

IV. Project Officer

PVO	BENEFITS
C - 01	<ul style="list-style-type: none"> o Christmas bonus o Midyear bonus o Health bonus o Hospitalization o Vacation leave o Sick leave o Insurance o Loans o SSS o Medicare o Clothing (3 sets of uniform)
C - 02	<ul style="list-style-type: none"> o Clothing allowance o 13th month pay o 14th month pay o Medicare o Vacation leave o Sick leave o Sabbatical leave o Retirement plan o Separation fee o Loan o SSS
C - 04	<ul style="list-style-type: none"> o 13th month pay o Medicare o Vacation leave o Sick leave o Paternity leave o Loan o SSS
C - 05	<ul style="list-style-type: none"> o 13th month pay o Medicare o Lay-off days o Double pay instead of VL o Sick leave o Insurance o Retirement plan o Loans o SSS

BENEFITS (CEBU CITY)

IV. Project Officer

PVO	BENEFITS
C - 08	<ul style="list-style-type: none">o Rice subsidyo 13th month payo Medicareo Vacation leaveo Sick leaveo Insuranceo SSSo Emergency fund of P1,500o Provident fund

BENEFITS (DAVAO CITY)

I. Executive Director

PVO	BENEFITS
D - 01	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Emergency leaveo SSSo Medicare
D - 02	<ul style="list-style-type: none">o 13th month payo Retirement Plano Vacation Leaveo Sick Leaveo Maternity/Paternity Leaveo Emergency Fundo SSSo Medicareo Pag-ibig
D - 03	<ul style="list-style-type: none">o 13th month payo Mid-year bonuso Vacation Leaveo Sick Leaveo Insuranceo SSSo Medicareo Pag-Ibig
D - 04	<ul style="list-style-type: none">o Vacation leaveo Sick leaveo SSSo Medicareo Pag-Ibig
D - 05	<ul style="list-style-type: none">o 13th month payo Vacation Leaveo Sick Leaveo Maternity/Paternity Leaveo Bereavement Leaveo SSSo Medicare

BENEFITS (DAVAO CITY)

I. Executive Director

PVO	BENEFITS
D - 06	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Vacation leaveo Sick leaveo Insuranceo Loanso SSSo Medicareo Pag-Ibig
D - 07	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Loanso SSSo Medicare
D - 08	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Performance bonuso Profit sharingo Medicalo Vacation leaveo Sick leaveo Retirement plano SSSo Medicareo Pag-Ibig

BENEFITS (DAVAO CITY)

II. Chief Finance Officer

PVO	BENEFITS
D - 01	<ul style="list-style-type: none"> o 13th month pay o Vacation leave o Sick leave o Emergency leave o SSS o Medicare
D - 02	<ul style="list-style-type: none"> o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/Paternity leave o Emergency fund o SSS o Medicare o Pag-Ibig
D - 03	<ul style="list-style-type: none"> o 13th month pay o Mid-year bonus o Vacation leave o Sick leave o Insurance o SSS o Medicare o Pag-Ibig
D - 04	<ul style="list-style-type: none"> o Vacation leave o Sick leave o SSS o Medicare o Pag-Ibig
D - 05	<ul style="list-style-type: none"> o 13th month pay o Vacation leave o Sick leave o Maternity/Paternity leave o Bereavement leave o SSS o Medicare

BENEFITS (DAVAO CITY)

II. Chief Finance Officer

PVO	BENEFITS
D - 07	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Loanso SSSo Medicare
D - 08	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Performance bonuso Profit sharingo Medicalo Vacation leaveo Sick leaveo Retirement plano SSSo Medicareo Pag-Ibig

BENEFITS (DAVAO CITY)

III. Program Manager

PVO	BENEFITS
D - 01	<ul style="list-style-type: none"> o 13th month pay o Vacation leave o Sick leave o Emergency leave o SSS o Medicare
D - 02	<ul style="list-style-type: none"> o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/Paternity leave o Emergency fund o SSS o Medicare o Pag-Ibig
D - 03	<ul style="list-style-type: none"> o 13th month pay o Mid-year bonus o Vacation leave o Sick leave o Insurance o SSS o Medicare o Pag-Ibig
D - 04	<ul style="list-style-type: none"> o Vacation leave o Sick leave o SSS o Medicare o Pag-Ibig
D - 05	<ul style="list-style-type: none"> o 13th month pay o Vacation leave o Sick leave o Maternity/Paternity leave o Bereavement leave o SSS o Medicare

BENEFITS (DAVAO CITY)

III. Program Manager

PVO	BENEFITS
D - 07	<ul style="list-style-type: none">o 13th month payo Vacation leaveo Sick leaveo Loanso SSSo Medicare
D - 08	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Performance bonuso Profit sharingo Medicalo Vacation leaveo Sick leaveo Retirement plano SSSo Medicareo Pag-Ibig

BENEFITS (DAVAO CITY)

IV. Project Officer

PVO	BENEFITS
D - 02	<ul style="list-style-type: none"> o 13th month pay o Retirement plan o Vacation leave o Sick leave o Maternity/Paternity leave o Emergency fund o SSS o Medicare o Pag-Ibig
D - 03	<ul style="list-style-type: none"> o 13th month pay o Mid-year bonus o Vacation leave o Sick leave o Insurance o SSS o Medicare o Pag-Ibig
D - 04	<ul style="list-style-type: none"> o Vacation leave o Sick leave o SSS o Medicare o Pag-Ibig
D - 05	<ul style="list-style-type: none"> o 13th month pay o Vacation leave o Sick leave o Maternity/Paternity leave o Bereavement leave o SSS o Medicare

BENEFITS (DAVAO CITY)

IV. Project Officer

PVO	BENEFITS
D - 07	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Performance bonuso Profit sharingo Medicalo Vacation leaveo Sick leaveo Retirement plano SSSo Medicareo Pag-Ibig
D - 08	<ul style="list-style-type: none">o Christmas bonuso 13th month payo Performance bonuso Profit sharingo Medicalo Vacation leaveo Sick leaveo Retirement plano SSSo Medicareo Pag-Ibig